CANADIAN URBAN INSTITUTE

INTERNATIONAL PARTNERSHIP PROGRAM IN STRATEGIC URBAN MANAGEMENT (IPPSUM)

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Glossary of Acronyms

General

CAGIN	Canada-Asian Governance Innovations Network
CESO	Canadian Executive Service Organization
CIDA	Canadian International Development Agency
CUI	Canadian Urban Institute
IAPSUM	International Assistance Program on Strategic Urban Management (1995-98)
ICSC	International Centre for Sustainable Cities (Vancouver)
IPPSUM	International Partnership Program in Strategic Urban Management (1998-01)
IOG	Institute on Governance (Ottawa)
NGO	Non-government organization
SEALSWIP	South-East Asia Local Solid Waste Improvement Project
SWOT	Strengths, Weaknesses, Opportunities, Threats analysis

Philippines

BEIP	Boracay Environmental Infrastructure Project
BIDMPT	Boracay Island Development and Management Project Team
BSWAT	Boracay Solid Waste Action Team
CPPP	Canada-Philippines Partnership Program
DOT	Department of Tourism
ENRO	Environment and Natural Resource Office
GDS	German Development Service
LGSP	Local Government Support Project (CIDA bilateral program)
LGU	Local Government Unit
MIDC	Metro Iloilo Development Council (proposed body)
MDC	Municipal Development Council
PDC	Provincial Development Council
PIME	Planning, implementation, monitoring and evaluation
PITF	Project Implementation Task Force
PPDO	Provincial Planning and Development Office
PTA	Provincial Tourism Authority
SMISLE	Small Islands Agricultural Support Services Program (EU-funded initiative)

Cuba

CCPP	Canada-Cuba Partnership Program
FNH	Foundation for Nature and Humanity
GIS	Geographic Information Systems
GDIC	Group for the Integrated Development of the Capital
MINVEC	Ministry of Foreign Investment and Economic Cooperation
PCs	Popular Councils
PCH	Province of the City of Havana
PMH	Havana Metropolitan Park

1. EXECUTIVE SUMMARY

Introduction

The Canadian Urban Institute, with funding from the Canadian International Development Agency (CIDA), is implementing the *International Partnership Program in Strategic Urban Management* (IPPSUM). The goal of this three-year (April 1998-March 2001), $1.164 million technical cooperation program is to develop the capacity of local authorities in Latin America and southern Asia to manage local affairs according to principles of sustainable development: economic vitality, environmental integrity and democratic decision-making.

Activities and Outputs in this Reporting Period

The main activities conducted in each project during this reporting period include:

- In Guimaras (Philippines), the economic strategy development process commenced, with significant progress in the solid waste management demonstration project.
- In Iloilo City (Philippines), CUI commenced and made progress in the implementation of the solid waste management, environmental management and metropolitan governance projects.
- In Boracay Island (Philippines), delivery of solid waste management capability building was undertaken, while steps were taken to restructure the project in light of the creation of the Aklan Tourism Task Force.
- In the Parque Metropolitano de la Habana (Cuba), activities included making progress toward completing the joint action planning in the remaining 4 Popular Councils, capability building of 3 industries in environmental management techniques, continued implementation of the waste management and reforestation demonstration projects in Pogolotti, moving forward the implementation of the GIS system, exploring new revenue-raising opportunities for the PMH, and promoting other international collaboration in the project.

- In other activities, the CUI spoke on the impacts of IPPSUM's Canada-Philippines Municipal Cooperation Program at the Local Government International Exchange Seminar 1998, Tokyo, Japan. Furthermore, CUI was appointed member of the Technical Advisory Committee (TAC) for the Best Practice and Local Leadership Program of the United Nations Centre for Human Settlements.

Outcomes

The overall outcome of activities in this reporting period have been (1) an increased capability of local government units in the Philippines to plan and implement economic development and environmental management projects, and (2) a raised capacity of local governments and civil society groups within the PMH to implement the strategy for the revitalization of the park, and (3) an increased international visibility of IPPSUM's achievements via the SUMIs undertaken this past quarter.

Planned Activities

In the next reporting period activities will include:

- Completing the environmental resource analysis and economic strategy for Guimaras
- Finalizing the environmental management plans and feasibility study in metropolitan governance in Iloilo City
- Completing the current phase of solid waste management capability building in Boracay, and restructuring/redirecting the project
- Complete the joint action planning process in all 9 popular councils in the PMH, move the action planning process to the circumscription level and continue to expand the work with industries. Continue with the ongoing implementation of the Pogolotti demonstration projects, as well as economic development and a strong emphasis on GIS with the upcoming visit of a Canadian GIS specialist.

Changes to Workplan

No changes. Refocusing of workplans anticipated at the end of the next reporting period, as the project moves into year 2 and as the Boracay initiative in particular is restructured.

2. OVERVIEW OF PROGRAM

The Canadian Urban Institute, with funding from the Canadian International Development Agency (CIDA), is implementing the *International Partnership Program in Strategic Urban Management* (IPPSUM). The goal of this three-year (April 1998-March 2001), $1.164 million technical cooperation program is to develop the capacity of local authorities in Latin America and southern Asia to manage local affairs according to principles of sustainable development: economic vitality, environmental integrity and democratic decision-making.

The IPPSUM program has four objectives:

1. To facilitate the creation of multi-stakeholder strategy development processes at the local level;
2. To develop the capacity of local authorities and other client organizations in strategic urban management;
3. To promote stakeholder and community involvement in local decision-making; and
4. To promote linkages between Canadian, partner-country and other international organizations for cooperative, educational, professional and business purposes.

The IPPSUM program is a second phase of the CUI's *International Assistance Program on Strategic Urban Management* (IAPSUM), which was implemented between April 1995 and March 1998. Efforts in this next phase will be focused on maximizing the longer term impacts of our two flagship local government partnership projects in Cuba and the Philippines, through the implementation of priority initiatives identified in the earlier strategy development processes. IPPSUM also involves the implementation of a series of "strategic urban management initiatives" in partnership with other Canadian and international organizations to deliver education programs, share experiences, disseminate learnings and create short-term strategy development processes.

To assist in the implementation of IPPSUM, the CUI draws on its pan-Canada network of urban professionals from the public, private, non-governmental and academic sectors to undertake assessment, advisory and capacity-building assignments.

3. PROGRAM ACHIEVEMENTS IN THIS REPORTING PERIOD

3.1 Canada-Philippines Partnership Program

Project Overview. Under IPPSUM, the CUI is conducting three projects in Region VI (Western Visayas) aimed at exploring model approaches to operationalizing the Philippines Local Government Code 1991, which decentralized significant powers to LGUs and set a framework for communities to become involved in local decision-making. These three projects include:

- *Province of Guimaras*. This project aims to enhance the capacities of local governments (provincial, municipal and barangay) on this predominantly rural island to manage and sustain the economic development of the island. It involves preparing an economic development strategy for the island, building the capacity of local governments in promoting economic development and sustainable development practices, and undertaking demonstration projects supportive of the islands strategic economic development directions.

- *Iloilo City*. With the goal of disseminating the experiences and learnings from the Guimaras project, the CUI is providing technical cooperation to this mid-sized city to improve environmental planning and management and to strengthen metropolitan governance.
- *Boracay Island*. The CUI is providing cooperative assistance to a project that is promoting sustainable development practices on this fragile island that is experienced tourism-related growth and development pressures.

3.1.1 Province of Guimaras

Activities and Outputs. During this period the following activities and resulting outputs were achieved:

- Signed the Memorandum of Agreement with the Province for the three-year program.
- Organized the Project Implementation Task Force on Economic Development to spearhead the economic resource analysis and strategy development process.
- A Canadian economic development specialist (David Hall) provided on-site training on economic development and investment; helped finalize the economic strategy process for the province; and wrote a report providing advice on strategic economic directions.
- Commenced the economic resource analysis and the economic strategy development process, engaging close to 60 stakeholders.
- A Canadian planner (Michael Cole) commenced a four-month engagement in Guimaras to provide technical support to the economic strategy development process.
- A Canadian heritage and cultural tourism specialist (Fergus Maclaren) provided on-site training on the role of cultural and heritage tourism in economic development and facilitated the development of strategic actions to address opportunities.
- Prepared an assessment of capability building needs of LGUs in economic development.
- Completed research in Canada on economic development case studies, to be made available to our partners in Guimaras.
- Completed solid waste project development workshops in all 5 municipalities; chose municipalities through competitive process to receive provincial funding and commenced partnership building for micro-projects.
- Conducted orientation of new administration in the Municipality of Nueva Valencia on heritage tourism program conducted planning workshops with the Municipal Tourism Councils.

Planned Activities for Next Reporting Period:

- Complete Economic Resource Analysis for Guimaras.
- Formulate Economic Development Strategy for Guimaras.
- Commence marketing and investment strategy process.
- Conduct review of land use policy framework and development approvals process, investment laws and regulations, as well as examine feasibility of establishing an economic development office for the province.

- Continue capability building in economic development with LGUs and various stakeholder groups, following completion of organizational capacities review.
- Continue implementation of heritage tourism and solid waste management demonstration projects.
- Identify other priority projects for potential implementation.

Outcomes. The following outcomes have resulted to date:

- Province of Guimaras LGUs have been transferred skills to conduct economic strategic planning for the island, in a participatory manner with key stakeholders.
- Demonstration projects are providing opportunities for action learning through concrete, on-the-ground initiatives.

3.1.2 Iloilo City

Activities and Outputs. During this period the following activities and resulting outputs were achieved:

- Signed Memorandum of Understanding with Iloilo City for involvement in the CPPP.
- Conducted participatory planning workshops on solid waste management and environmental planning and management.
- Held consultations aimed at integrating environmental action plan process results into the comprehensive planning process for the city.
- Delivered awareness raising and capability building workshops on solid waste management practices and local environmental management to selected stakeholder groups and the media, including a review of the solid waste stream assessment.
- Proceeded with implementation of feasibility study on establishing a metropolitan governance framework for the Iloilo City region.
- Facilitated the start-up of the ICSC solid waste management technical support program, funded by CIDA, and facilitated the visit of the ICSC's first technical expert on landfill management.
- Completed research in Canada on models of metropolitan governance and on environmental management and solid waste management best practices.

Planned Activities for Next Reporting Period:

- Implemented a solid waste management study tour in the Province of Bulacan and in Tondo (Manila) to expose Iloilo City officials and stakeholders to other modes and approaches.
- Continue solid waste management and environmental management action planning process, involving stakeholders in a participatory way.
- Continue cooperation with ICSC in implementation of SWM program.
- Completion of the Iloilo City action plans on solid waste management and environmental planning and management.

- Prepare five "ideas papers" on priority metropolitan governance and service delivery issues as inputs to feasibility study on metropolitan governance for the Iloilo City region.
- Conduct four consultative forums on the proposed metropolitan governance structure, one conference on metropolitan planning and one final public hearing to review the concept.

Outcomes. The following outcomes have resulted to date:

- Raised the capability of city officials and their partner stakeholder groups to implement sustainable development practices in the city.
- Facilitated the development of partnerships between the local government and the community for planning and future implementation of environmental projects.
- Initiated inter-governmental cooperation for planning and service delivery between five local governments in the greater urban region.

3.1.1 Boracay Island

Activities and Outputs. During this period the following activities and resulting outputs were achieved:

- Commenced discussion on project reorganization and redirection in light of the creation of two new bodies, the Aklan Tourism Task Force (which assumed responsibility for sustainable development planning on the island) and the Municipality of Malay Special Tourism Task Force.
- Delivered capability building activities on solid waste management to the BSWAT and participating stakeholder groups.
- Involved community stakeholders in the implementation of the solid waste management project activities.
- Prepared guidelines document for solid waste management for the island.

Planned Activities for Next Reporting Period:

- Reorganize Boracay project in conjunction with our partner, Department of Tourism, to cooperate with and provide expertise to the activities of the Aklan Tourism Task Force, as well as provide technical support to the Municipality of Malay Special Task Force.
- Prepare an evaluation report on the Boracay project achievements and learnings to shape next phase of activities and direction.
- Prepare funding proposals for (a) capability building on tourism and sustainable development, and (b) an organizational review of the island's stakeholder groups, in order to provide additional funding and partnership development for the implementation of the project.
- Conduct SWM study tour in the Province of Bulacan and in Tondo (Manila) to expose Boracay officials and stakeholders to other modes and approaches (to be done in conjunction with Iloilo City).
- Conduct a capability building workshop on environmental monitoring.

- Develop a preliminary environmental monitoring plan for the island and begin establishing community partnerships to conduct the monitoring.

Outcomes. The following outcomes have resulted to date:

- Raised awareness of national government and local government units on the importance of sustainable development, contributing to the creation of a new provincial task force and a new municipal special task force each with strengthened mandates to continue promoting growth management for the island.
- Raised capability of Boracay local governments and the community on sustainable development practices, environmental management and solid waste management.
- Effectively involved the community in demonstration project implementation, to concretize the results of the island's sustainable development strategy.

3.2 Canada-Cuba Partnership Program

Activities and Outputs. During this period the following activities and resulting outputs were achieved:

- *Expansion of Community-Based Action Planning to All 9 Popular Councils.* In this period the following activities were achieved in the expansion of the process:
  - Joint action planning process in the popular councils of Sierra, Colon, Armada and Miramar (completed in Puentes Grandes, Palatino, La Ceiba and El Carmelo)
  - The "Model of Dreams" (a 3-D model created by various communities as a popular planning and educational tool) has been created for the communities of Puentes Grandes and La Ceiba. Four in total have been created. This process, which has seen substantial involvement of community groups, has assisted in the work of a housing rehabilitation project in Puentes Grandes and for environmental education of children in La Ceiba. Models have also been created for Pogolotti and Carmelo. Both have provided input in the creation of action plans for revitalization of the PMH.
  - Developed indicators for the overall evaluation of the PMH project, and began to conduct the evaluation of the impact of the community participation process in conjunction with stakeholders and community groups. This included holding an annual workshop with the 9 Popular Council's in the PMH.
  - Created a "visitors centre" within the Ecological Classroom with the aim of promoting the project and providing an opportunity for environmental education (undertaken in cooperation with Italian NGO CRIC-COSPE). This has included environmental education for children.
  - Continued to build partnerships for the implementation of environmental education activities with the Foundation of Nature and Humanity together with Toronto-based Evergreen Foundation.
  - Strengthened collaboration with CITMA (Ministry of Science, Technology and Environment) through membership of the PMH in its National Group of Ecology and Environment. The groups sets forth the environmental guidelines of the city.

- *Expansion of Community-Based Action Planning to Industries in the PMH.* Joint action planning and capability building continues in the five prioritized industries in the PMH, including:
  - Provided environmental education and training on environmental planning and environmentally friendly procedures (including treatment of solid and liquid industrial wastes, riparian reforestation techniques and management, strategic planning).
  - Conducted a collaborative environmental audit with the Cuban Paper Mill, in cooperation with a German expert and the Foundation for Nature and Humanity, to determine ways to reduce waste dumping in the river, improve working conditions, reduce water consumption, among others.
- *Community-based Waste Management and Reforestation in Pogolotti.* Several implementation activities were undertaken in this demonstration project including:
  - Mobilized the "Comunales" to clean up of micro-dumps in the community.
  - Distributed plastic containers within the community, as a first step in instituting a waste separation, recycling, composting and collection program.
  - Planned for the reforestation of key areas of the community, where dumps once existed.
  - Marketed the project with promotional materials in the community (hats and t-shirts) to raise community awareness and involvement.
  - Work continued on the community based pilot projects on natural systems for sewage treatment, reforestation work in the Pogolotti Forest and the agricultural farm.
  - Provided assistance to the community in the recovery of a neighbourhood sports facility and playground.
  - Began planning for the replication of the project in the community of La Ceiba, in cooperation with the Foundation of Nature and Humanity.
- *Economic Development.* Achievements towards the challenging goal of making the PMH economically self-sufficient have gained incremental successes including:
  - Continued lobbying to senior governments of the economic plan for the PMH.
  - Achieved success in making the Integral Farm profitable in 1998, primarily through forestry work.
  - Held several revenue-raising events at the Ecological Classroom though the renting of space to conferences, workshops and training events (both Cuban and international)
  - Implemented a new computer accounting system, to manage finances and funds of various collaborating international NGOs.
  - Trained PMH manager in project and financial management.
- *Geographic Information System (GIS).* Work has proceeded well in the establishment of a GIS system for the park, as an integrating planning and management tool. This has included:
  - Continued work on the final design and fine-tuning of the system, to be completed shortly.
  - Continued search for third-party funding for the GIS component.

- Entry of key data.
- Ongoing organization of an international event on GIS to be held in Havana in June 1999, in collaboration with the GDIC.
- Analysis of the Y2K readiness of PMH computers.
- Creating a website for the PMH.

- *Promoting International Linkages and Project Awareness*. Several achievements were realized:
  - Produced several promotion materials including: (1) PMH Project Profile (translated to English), (2) publishing of the winter edition of the newsletter Siempre Verde, (3) publishing two articles on the project.
  - Participation in an international event on NGO collaboration with Europe
  - Established a partnership for action between the Boell Foundation, together with the PMH and the FNH.
  - Presented the project to potential collaborating international agencies/NGOs, including: ACODEV from Belgium, MOVIMONDO-MOSLI from Italy, and MPDL from Spain.
  - Participation by the Director of the PMH in the Fifth Biennial Conference on Ecology in Chile.

Planned Activities for Next Reporting Period:

- In the component *Expansion of Community-Based Action Planning to All 9 Popular Councils*: (a) to create a Maqueta de los Sueños for Palatino Popular Council, (b) continue to develop the primary school environmental education program, (c) complete action planning process in the popular councils of Sierra, Colon, Armada and Miramar, (d) completion of the evaluation of the project, (e) replicating the Environmental Working Groups at the "circumscriptions" level (beginning in El Carmelo), (f) to hold a workshop with the 9 Popular Councils to evaluate implementation of the action plans, and (g) implement a program called "Friends of the Park" to provide advice and partnership in project implementation.
- In the component *Expansion of Community-Based Action Planning to Industries in the PMH:* (a) forming the environmental working groups in the industries, (b) training industries in environmental diagnosis and application of the process in 3 industries on a pilot basis, (c) implementing remedial actions in the paper mill, based on findings of the environmental audit, (d) fundraising for this set of activities, and (e) evaluation.
- In the component *Community-based Solid Waste Management in Pogolotti:* (a) continue to hold educational workshops on recycling in the community, (b) continue to distribute containers and promotion items for the project, (c) to create a solid waste newsletter, (d) continue the implementation of sports and recreation facilities in the areas cleaned by the project, (e) continue work on the community based pilot projects on natural systems for sewage treatment, reforestation work in the Pogolotti Forest and the agricultural farm, (f) monitoring and evaluation, and (g) a Canadian specialist in solid waste management will provide advice on the sub-project.

- In the component *Economic Development*: (a) continue to seek approval of the economic development strategy, so that full implementation can begin, (b) continue to study the feasibility of other sources of revenue raising, (c) fine-tuning of the new accounting program for PMH finances.
- In the component *GIS*: (1) continued implementation of the GIS system, (2) ongoing training of PMH staff on GIS and data collection, (3) seek external funding, (4) continue organizing the June international GIS conference, and (5) a Canadian GIS expert will provide technical support to the project in Havana.
- In the component *Promoting International Linkages and Project Awareness*: (a) ongoing partnership building and fundraising, (b) presentation of the housing project to two European NGOs (Paz y Tercer Mundo and Arquitectos sin Fronteras), (c) creation of tourist packages within the park, (d) produce another issue of the newsletter Siempre Verde, and (e) continue to publish articles in national magazines and newsletters.
- *Other*: (1) restructure the technical council of the PMH to improve its effectiveness.

Outcomes. The following outcomes have resulted to date:

- Community-based planning and partnership building for implementation has been effectively adopted as the primary methodology for the PMH in revitalization of the Almendares watershed.
- Demonstration projects in the communities are serving as effective action learning initiatives, showing the benefit and results of the project.
- The management, planning, financial management, implementation and monitoring/evaluation skills of the PMH team are well established.
- Participation in the park's planning and programming is well on the way to being institutionalized.

3.3 SUMIs and Other Program Activities

Activities and Outputs. During this period the following activities and resulting outputs were achieved:

- *CUI appointed member of the Technical Advisory Committee (TAC) for the Best Practice and Local Leadership Program of the United Nations Centre for Human Settlements.* Dr. Frank was selected as one of the two North American representatives sitting on the TAC. Comprised of 14 individuals around the globe, the TAC had as its main task the review of the 400 submissions to the 1998 Dubai International Award for Best Practices to Improve the Living Environment Award. These awards aim at recognizing and creating an awareness of outstanding and sustainable achievements in improving the quality of life in urban and rural settlements around the world. This membership of the TAC involved Dr. Frank's participation to the Best Practices Award ceremony and World Habitat Day in Dubai, United Arab Emirates.
- *Speech at the Local Government International Exchange Seminar 1998, Tokyo, Japan (Nov. 10-15).* The CUI Executive Director gave a talk on the role of intermediaries in municipal

cooperation, in which he highlighted the impacts of IPPSUM's Canada-Philippines Municipal Cooperation Program. This international convention, organized by The Council for Local Authorities (CLAIR), had as a theme the significance and potential of local government international exchange in the age of globalization. This event was an opportunity to meet with delegates from other Asian countries, who are officials of local authorities or individuals from organisations involved in the promotion of international exchange between local authorities.

4 CONSTRAINTS ENCOUNTERED

The following constraints to project implementation have been experienced in the last quarter:

- In Boracay Island, Philippines, the creation of the Province of Aklan Tourism Task Force and vesting it with primary responsibility for promoting sustainable tourism and development on Boracay Island has meant that CUI and its partner DOT are having to restructure the project. Although the creation of the task force should be seen in a very positive light because it demonstrates commitment of Philippine authorities to promoting sustainable development, it has meant that the original plans to create a development council for Boracay Island will need to be changed. Instead, CUI/DOT are proposing to work closely with the Municipality of Malay which has just formed a Special Task Force with a similar mandate, as well as providing technical support to the Aklan Task Force as it commences its work on promoting sustainable development. Details of the revised workplan will be provided in the next progress report.
- The Philippine Elections, held last May 1998 with inauguration of new administrations the following June, has meant delays in the implementation of CUI's original workplan. Since August, CUI and its partners have been implementing a catch-up plan, which will be achieved by the end of the next reporting period.
- In Cuba, slight delays have been experienced in implementing two components. The economic development program is currently slowed, given that the PMH awaits approval of the draft economic development strategy for the park by senior government authorities. Once this approval is attained, work will begin in earnest. The GIS component has also been slowed, due to a continued search for third party funding to cover capital costs. A proposal has been submitted to a promising organization, and funding is expected to be achieved shortly.